

User's Manual

ADAMS
Streetwise

SMALL BUSINESS
START-UP

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User's Manual

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Adams Streetwise Small Business Start-Up

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Welcome to Adams Streetwise Small Business Start-Up

About the Program:

Adams Streetwise Small Business Start-Up is designed to serve as a comprehensive multimedia guide to starting and running your own business. Whether you are just starting out, or already have a business, success is going to come a lot easier by choosing the right strategy, following a detailed business plan, developing innovative marketing programs, managing money well, and avoiding legal problems; all of which can be readily accomplished with the help of this software.

Small Business Start-Up covers every possible way for gaining new business including advertising, publicity, World Wide Web and fax marketing, direct mail, phone and personal selling, trade shows and more. Multimedia workshops make it easy to understand accounting, to project finances, to establish credit and purchasing policies, to collect overdue bills, to resolve cash shortages, and more. Detailed spreadsheets are provided for a vast array of financials including budgets, profit and loss statements, balance sheets and cash flows.

Avoid lawsuits and protect your business by learning about trademarks, copyrights, patents, fair selling laws, contract law, employment law, how to settle disputes out of court, and more. Many other topics are covered including new business ideas, buying a business, franchises, business valuation, how to form a corporation or partnership, building the winning

team, taxes, setting up a home or commercial office, and more.

Product Support:

Before you can receive technical support, you must fill out and mail or fax your product registration card to Adams Media Corporation. Your registration information must be on file in order to assist you with Adams Streetwise Small Business Start-Up and to notify you of product upgrades and special offers. If you have not already registered Adams Streetwise Small Business Start-Up, you may do so with your first support call.

How to Reach Us:

By Mail: Adams Media Corporation
260 Center Street
Holbrook, MA 02343

By phone: Technical Support (617) 767-4128
Fax (617) 767-2055

By email: America Online AMsupp
CompuServe 102132,1646
Internet support@businesstown.com

Before Calling Technical Support:

We understand that there might be times when you will encounter some problems in running Adams Streetwise Small Business Start-Up. Before contacting us, take a few minutes to review the following to see if you can alleviate the problem yourself.

1. Make sure your system complies with the requirements outlined in the Getting Started section.
2. Make sure your computer functions properly without Adams Streetwise Small Business Start-Up installed on your hard drive.

If these steps do not provide you with a satisfactory solution, contact Adams Media Technical Support.

Calling Technical Support:

Technical Support hours are Monday through Friday, between 9 AM and 6 PM, Eastern Time.

Before calling, please make sure your computer is turned on, with Adams Streetwise Small Business Start-Up running and on the screen. When you reach an Adams New Media technical support specialist, be prepared to give the following information:

- ◆ The version of Adams Streetwise Small Business Start-Up (Located in the About section of the program)
- ◆ The type of computer you are using (486, Pentium, model, etc.)
- ◆ The operating system software you are using (Windows 3.1, Windows for Workgroups 3.11, Windows 95, Windows NT)

Online or Email Support:

You can contact us any time, day or night, via America Online, CompuServe, or the Internet. We are usually able to respond within 24 hours.

Getting Started:

The following are the system requirements for using Adams Streetwise Small Business Start-Up.

Windows System Requirements:

- ◆ 386 PC compatible (486 recommended)
- ◆ 6 MB of free hard disk space
- ◆ 4 MB of RAM (8 MB recommended)
- ◆ 256 color VGA graphics card, (SVGA recommended)
- ◆ Sound Blaster or compatible audio card
- ◆ Windows or Windows 95
- ◆ Mouse
- ◆ CD-ROM drive, for multimedia version
- ◆ 3.5" disk drive for lite version

Macintosh System Requirements:

- ◆ Color Macintosh 68030 or higher
- ◆ 4MB of RAM; 8MB recommended
- ◆ Double speed CD-ROM drive
- ◆ 3.5" disk drive for lite version
- ◆ 3MB of free hard disk space
- ◆ System 6.0.8 or higher; System 7 recommended

Installing Adams Streetwise Small Business Start-Up:

There are two options for installing Adams Streetwise Small Business Start-Up on Windows computers. One method is used if you are running Windows 95 or Windows NT 4.0, and the other method is used if you are running Windows for Workgroups 3.11 , Windows 3.1 or Windows NT 3.51.

Windows 95 and Windows NT 4.0

1. Insert the Adams Streetwise Small Business Start-Up CD into your CD-ROM drive.
2. The installation routine will begin automatically. If the installation does not begin, then choose Run from the taskbar and type "D:SETUP". If you are using another CD-ROM drive letter, substitute it for D:.
3. Confirm or change the installation subdirectory.

Windows for Workgroups 3.11, Windows 3.1, or Windows NT 3.51

1. Insert the Adams Streetwise Small Business Start-Up CD into your CD-ROM drive.
2. From the Windows Program Manager, choose Run from the File menu.
3. Type D:SETUP in the Run dialog box. If you are using another CD-ROM drive address, substitute its drive letter for D:.
4. The installation routine will begin.
5. Confirm or change the installation subdirectory

Macintosh

You do not need to install Adams Streetwise Small Business Start-Up on your hard drive to run the program; simply double-click the application icon, named SBSMac, on the CD-ROM, and the program will be launched. In addition, if you are using System 7, simply create an alias of the Adams Streetwise Small Business Start-Up application icon and place it in the Apple Menu items folder within the System Folder on your hard drive. When you want to launch Adams Streetwise Small Business Start-Up, click and pull down the Apple menu, and select the Adams Streetwise Small Business Start-Up alias. Make sure you have the Adams Streetwise Small Business Start-Up disk in your CD-ROM drive when you launch the program using the alias.

3.5" Disk (Lite) Version

A text-oriented 3.5" disk version of Adams Streetwise Small Business Start-Up is included for situations in which no CD-ROM drive is available. We have kept as much of the content from the complete multimedia CD-ROM version as possible, and simply presented the audio and video as text. The disk contained in this package runs on Windows 95, Windows NT, and Windows 3.x. To receive the 3.5" disk version for Macintosh, please contact Adams Media Corporation Technical Support as outlined on the previous pages.

To install the 3.5" disk version for Windows, follow the CD-ROM installation instructions, substituting your 3.5" disk drive letter (e.g., "A:") for the CD-ROM drive letter.

Introduction

Every day in the media, we hear more and more about people starting their own businesses. But what's it really like to start and run a small business? Can anyone be successful? Success in business can't be guaranteed, but by learning the business of business, choosing the right strategy, developing targeted marketing campaigns, selecting appropriate advertising media, putting together a great team, managing money, handling legal issues, and setting up an office you can go a long way toward ensuring your success.

Starting and running a small business of any size will be one of the most challenging, demanding, harrowing, and potentially, most rewarding and fun things you ever do. To be your own boss, to be 100 percent responsible for your own success is one of the most exhilarating feelings in the world.

With almost any business you start, you'll quickly find that being in business for yourself is not just a job, it's a way of life. Social life? Vacations? Spending money? Once you've become immersed in starting a business, just about anything else becomes a secondary consideration.

While some businesses require more expertise than others, there are plenty of businesses that you can start with minimal or even no skills and experience. Your ultimate success will probably have a lot more to do with your drive and will to succeed than with the knowledge you bring to your business.

You can always pick up the necessary knowledge along the way. Throughout this CD-ROM I'm going to give you every bit of advice that I can, including a lot of streetwise advice that I often learned the hard way by making mistakes.

Going out and starting a new business requires guts and vision, a willingness to take risks and a willingness to envision future opportunities. If you're considering starting a business but you are not sure, my advice is simple: Go ahead! Take a chance! You only live once!

Bob Adams
Founder and President
Adams Media Corporation

Strategy

Regardless of whether you manage a business by yourself from your basement or a global conglomerate, success is going to come a lot easier if you have a simple strategy backed up by a detailed plan that you update at least once a year.

Company Strategy

A company strategy is the unique formula for success that forms the foundation of a business plan as well as governing day-to-day operations. This strategy is not a business definition and summary of pertinent markets, but instead, it is an account of the one or two key factors that distinguish the firm from its competition and are most expected to contribute to the firm's long-term success.

To be most effective, a company's strategy should be no longer than one page, at most. For many businesses, a single sentence would be ideal. The strategy theme should be easily and frequently communicated to employees so that a cohesive business focus is always maintained.

Creating Strategy

While the possible elements of a successful strategy are limitless, here are some of the most common ones. Many strategies will include several of these elements.

Business Plans

By far the most common types of overall plans for small businesses are annual plans and business plans. Annual plans are assembled each year, primarily to help managers chart a course for the upcoming year. Business plans are typically used by a start-up business to attract investors.

Annual plans and business plans share many elements and are similar in many ways. But there are typically two crucial differences: the objective of the plan and the audience for the plan.

Growth

Fast growth in and of itself can help motivate employees and help project a very positive image to customers. So trumpet your successes

continually to both employees and customers!

When setbacks occur, explain them to employees. But, certainly, depict them as small blips in your course to success. Everyone wants to feel like he or she is on the winning team or buying products or services from the winning team. Success does breed success.

Sustaining fast growth can be tricky, though. Preserving cash, keeping people motivated, and continually finding more office space are just a few of the issues that you will encounter. The farther in advance you can plan and prepare for such challenges, the more likely it is that you will be able to minimize any negative effects.

Marketing

You've got to find some kind of marketing vehicle that will work for you, but don't spend a lot of money until you're sure you've found it, and never assume other people's marketing vehicles will work for you, or that they are even working for them.

Positioning

A unique selling proposition (USP) is a succinct, memorable message that identifies the unique benefits that are derived from using your product or service as opposed to a competitor's. A USP should be used as a strong and consistent part of an advertising campaign. It can be painted on the company's cars or trucks, printed on the letterhead, and used in the packaging copy. It becomes, essentially, a positioning statement—a declaration of your company's unique standing within the marketplace as defined by your product's benefits.

Often a USP is a quick and snappy condensation of the company's strategy. This is especially true when a company offers one type of product or service. But even more so than most strategies, USPs tend to focus on one or two of the most powerful and easily communicated benefits derived from using a product or service.

The USP might focus on price, quality, dependability, breadth or depth of the product or service line, technical edge, fashion, customization, specialization, or nature of service.

Marketing Plans

While usually referred to as a marketing plan, a thorough marketing plan should be thought of as a product plan. It should cover virtually all aspects of bringing a product to market.

Typically, marketing plans are used in product-oriented businesses, but have an importance to service companies as well. A separate plan should be devised at least once a year for each distinctive service or group of related services that the firm offers.

A marketing plan is not simply a list of advertising or other promotional activities. A good marketing plan should begin with an evaluation of the entire potential market for each product category and include an analysis of consumer behavior, the competition and its product, and the strengths and weaknesses of the company as a competitor. Then you need to detail your product positioning and product attributes, including its benefits and features. Planned sales and promotional activities also need to be addressed. Then you need to subject your spreadsheets to some heavy-duty numbers crunching and develop profit and loss pro formas (projections) for each product. The conclusion to a marketing plan predicts competitive reaction and a very brief consideration of possible longer-term product options.

Some steps in creating a marketing plan that takes a serious, individual look at each product or service group will create analysis overlaps between other product or company-wide strategies. This is fine. It is extremely important to look at each product line and service separately. Doing your homework for each product may reveal very different product characteristics or competitive positioning requirements that may not have been considered otherwise.

Publicity

Publicity is often overlooked as a primary marketing tool to gain attention and interest in a product, service, or company. Using publicity as a sales tool can be a more cost-effective method for generating sales than buying advertising.

No matter what business you are in, you can be your own publicist! If you want to act as your own PR firm, you can produce a simple press kit. This kit should include a “pitch” letter and a press release regarding your company, a new product, or a unique service. Once you have targeted and

established appointments with print and broadcast media contacts, you can act as your own spokesperson to pitch your own image, product, or service. You will become the focus, the center of attention, as you create an awareness of your business that will turn into sales leads.

Publicity can take a variety of formats. You or someone connected with your business could appear on a local radio or TV talk show—your business the topic of a particular segment. You could be the subject of an article in a local or national newspaper or magazine. You might become part of a broadcast business panel discussing issues that are pertinent to your product or service, or speak at trade association meetings, trade show seminars, or chamber of commerce gatherings. The creative publicist can find thousands of publicity opportunities available that allow for increasing image or product awareness.

The best part of publicity is that, for the most part, it is free! This is especially true if you manage your own publicity campaigns. However, if you do choose to hire an outside PR firm, the costs can still be a lot less than building the same amount of awareness via paid advertising.

Sales

Sales is the driving force of any business. From my stumbling starts in selling, I can assure you that no matter how weak you feel in selling now, you can get better, you will get better, and you're going to succeed.

Choices

Your basic choices for selling products or services to the business-to-business trade or directly to consumers are through telemarketing or face-to-face selling. To help you make a decision regarding the sales method that is appropriate for your company, take a careful look at what other companies are doing. And don't just look at firms selling products or services similar to yours. Be more creative. Look at firms selling products and services with the same characteristics as yours in similar marketplaces.

Ultimately, however, deciding which sales process to use is more of an art than a science. Weigh all of the factors you think will be important contributors to making the sale of your product or service successful. Then make your decision—but don't be afraid to change your mind later on if your strategy isn't working or could be improved upon.

Face-to-Face Selling

Face-to-face selling can require a lot of time, energy, and expense, but the payoff can be tremendous. Despite all of the new high-tech alternatives, an in-person sales presentation is the single most powerful marketing tool in use today. National television advertising, telemarketing, e-mail, or print advertising have nowhere near the ability to motivate a particular customer to actually place an order as does face-to-face selling.

And despite any fancy slide or computer show or other dog-and-pony show you might use, your most effective selling tool will be your verbal presentation and interaction with the prospective buyer. In almost every case, the owner of a small business will be able to make the most effective sales presentation, even more so than someone with more extensive sales experience.

When you are starting out small, you are probably going to have to do a lot of selling yourself in order to jump-start your business. Your effectiveness as a salesperson will be an absolutely critical factor in the success of your business. Later, as your business grows and prospers, you may be able to delegate more and more of the selling process to your employees.

The majority of products and services being sold business-to-business, as well as many sold to consumers, require a personal sales call.

Telemarketing

Telemarketing gives small business owners a quick and cost-effective method of identifying and contacting, via phone, a specific large market of consumers for the purpose of selling a product or service. With an effective script and enthusiastic telemarketers, small business owners can generate sales without having to spend large amounts of money on traditional marketing vehicles.

Internet Marketing

The Internet, commonly referred to as the Information Superhighway, is an interconnected group of computers linking businesses, government, and academia. Although a precise count of subscribers to the Internet is impossible to calculate, a good guess would place the number at approximately 30 million, and growing daily.

Marketing your product on the “Net” is relatively easy and inexpensive. A graphical user interface, such as Mosaic, allows potential customers to access the World Wide Web. The “Web” is a part of the Internet. One click can take a potential customer to a screen that has been created by your business. This type of screen is called a Home Page.

Advertising

One of the classic axioms of advertising is “eighty percent of my advertising doesn’t work, but I don’t know what eighty percent”; Avoid this lazy thinking. Test your copy, advertising, and medium, and ask your customers where they found out about your business.

Choices: Advertising Mediums

If money were no object, it would be easy to decide which advertising medium to go with. All of them! Unfortunately, the reality is that even with a hefty advertising budget, it is a challenge to create memorable advertising.

So unless you have truckloads of money to spend, you should try one medium at a time. What works for one product or service may not work for the next. There are so many different variables that can affect the results of an advertising campaign—from ad copy to the weather. You will simply have to test the effectiveness of your message in each medium to find the best vehicle for promoting your product. Advertising is an art, not a science!

Direct Mail

Direct mail allows you to target a specific market better than any other advertising medium. You decide who gets your message, when they get it, and where they get it.

A direct mail piece can be as simple as a postcard or as elaborate as a catalog. Direct mail is a terrific medium for creating action. Sending a direct mail piece is much more likely to elicit an immediate response than television, radio, or newspaper advertising.

Direct mail usually costs more per person reached than any other advertising medium. The advantage of direct mail lies in its ability to

target a specific consumer group. It allows you to concentrate your advertising budget on those people most likely to purchase your product or service. You can budget as little or as much as you like to launch a direct mail campaign. How much you spend will be affected by decisions such as: two- versus four-color printing, how many pages will be in your brochure or catalog, how many pieces will be in your direct mail package, paper size, and, most importantly, the number of pieces you want to mail.

Newspaper Advertising

Newspaper advertising is often a double-edged sword. It can provide you with exposure and leads, but your response rate will probably be less than overwhelming in comparison to other advertising mediums such as direct mail or broadcast advertising.

Advertising in regional and national newspapers can be expensive. Advertising in local or community newspapers is less so and may provide a more focused advertising approach. If your business trade is localized, it certainly makes more sense to focus on the community or local papers that your customers are more likely to read.

Running ads in major metropolitan newspapers can be effective if your product or service offering is strong enough or unique enough to pull in customers from throughout the readership or circulation area. Chances are that your competitors will be spending money on newspaper advertising, too. Remember that this will reduce the effectiveness of your newspaper advertising campaign, because you will be competing for your customer's attention and "mind share."

Newspaper advertising is sold by the column inch. Different advertising classifications may have different rates. For instance, a service directory advertisement may be less expensive per column inch than a small ad placed on a regular editorial page. Virtually all newspapers offer discounts for contract advertisers, depending upon the volume of space they commit to over the course of a contract year.

Radio Advertising

Radio advertising offers you the opportunity to deliver a simple yet powerful message to a targeted group of consumers that may be interested in your product or service. You can write and produce the ad yourself with minimal effort and then identify those stations that best serve your market. If you are lucky, you might even find a popular radio DJ with

a large following to take a personal interest in your product or service and deliver the message on air during his or her show. This will give an extra “endorsement” boost to your radio spot.

The cost of a fifteen-, thirty-, or sixty-second radio commercial will depend upon the frequency of the ad broadcast and the time of day that the announcement runs. Morning and evening drive times are usually more expensive than middle-of-the-day or late-night spots because the radio audience tends to peak during commuting hours.

The type of station you choose to advertise on should be determined by your target market. If you are looking to appeal to men between the ages of eighteen and thirty, for instance, you might want to consider advertising on an all-sports station or an FM rock station.

There are production costs to consider in addition to the spot expenditure. These will be determined by your need for music backgrounds, sound effects, and use of professional or amateur actors, such as yourself, to read your copy.

In general, since you know your product or service better than anyone else, you should write the copy yourself. Make sure you communicate the benefits of your product or service in such a way that listeners will immediately identify with your product.

People

Just because other businesses are boring, stale, routine places to work doesn’t mean that your business has to be too. Make work fun, exciting, and challenging for your employees. You’ll find you have less turnover, happier people, and more productivity, and you might have more fun too!

Hiring

The caliber of people who work for your company will arguably have more impact on the success of your company than any other factor. The easiest way to create a terrific work force is to hire terrific people in the first place. While you may never seem to have the time to hire people carefully, I suggest you do whatever it takes, even if you skimp on time spent on other pressing chores, to make sure you give hiring the effort it deserves.

Attracting Quality Candidates

As someone who must manage every aspect of your business, you have a precious little time to waste in finding quality employees. However, you can find top-notch talent by doing some work up front. Pick two or three critical areas of expertise that you absolutely require in the successful candidate. When you do your first and second resume sorts, look for candidates that possess good qualifications in those areas. Set aside all others.

Still, it can be a real chore to sort through a pile of resumes. Your selection process will go much quicker if you avoid being swayed by great layouts, fancy type styles, or glorious job titles. Look for concrete accomplishments and proven ability that matches your needs.

In today's job market it isn't hard to find a pool of qualified applicants for any type of position—entry level to senior management—in almost every field. In fact, you can save yourself time and money by utilizing old and new methods of locating applicants.

Leadership

Leadership is being able to get others to want to follow you on your chosen path. In order to effect leadership, you need a well-defined strategy. But even a well-defined strategy is not enough to ensure successful leadership. You must also communicate to the rest of your organization what the strategy is. You must explain why it is a good strategy. You must convince them that you can lead the organization successfully down the path you have chosen.

Policies

Some people view company policies as a sign of encroaching bureaucracy and avoid issuing or observing them like the plague. There are even a few publicized cases of relatively large companies that have enjoyed tremendous success without benefit of company policies.

However, you will find that if you don't have some company policies, you will soon find yourself in a situation in which you wish you did. Policies can make it clear to employees what kind of behavior is expected in your workplace. They can set clear guidelines on what is and isn't

appropriate. And policies can help you avoid, or at least defend against, lawsuits.

Money

A lot of people are intimidated when they hear words like “depreciation” or “inventory accounting.” However, these concepts are really very simple. All you need to master finance is careful recordkeeping, a basic understanding of accounting, and the ability to project and control cash flow.

Income Statements

An income statement, otherwise known as a profit and loss statement, is a summary of a company’s profit or loss during any one given period of time, such as a month, three months, or one year. The income statement records all revenues for a business during this given period, as well as the operating expenses for the business.

Balance Sheets

A balance sheet is a snapshot of a business’ financial condition at a specific moment in time, usually at the close of an accounting period. A balance sheet comprises assets, liabilities, and owners’ or stockholders’ equity. Assets and liabilities are divided into short- and long-term obligations including cash accounts such as checking, money market, or government securities. At any given time, assets must equal liabilities plus owners’ equity. An asset is anything the business owns that has monetary value. Liabilities are the claims of creditors against the assets of the business.

Inventory Accounting

Inventory accounting may sound like a huge undertaking but in reality, it is quite straightforward and easy to understand. You start with the inventory you have on hand. No matter when you sell product, the value of your inventory will remain constant based on accepted and rational methods of inventory accounting. Those methods include weighted average, first in/first out, and last in/first out.

Purchasing

Purchasing may not be quite as razzle-dazzle as creating exciting marketing campaigns, but it can be just as crucial to your bottom line. If your business has a profit margin of 10 percent on sales and you cut expenses by just over 5 percent, your profit will soar by 50 percent! Without changing the profit margin, sales would have to increase by 50 percent to achieve the same result!

Taxes

Why can paying taxes be fun? Because they are more fun than going through an audit! And audits can be more fun than having your assets seized for failure to pay taxes! Besides, Bill Bruns, one of my favorite Harvard Business School professors, says, “I want to pay more taxes”—meaning you should look at an exorbitant tax bill as a measure of your success.

Unfortunately, as Bill is well aware, while income taxes will be the largest burden by far on a profitable firm, there are plenty of other taxes that need to be paid even if you aren’t making any money at all.

When Money Is Tight

When your cash crunch is looking particularly severe and you can’t pay all of your creditors, decide which ones to pay first. While every situation will be different, there is a good base strategy for prioritizing payment importance.

Legal

The saying “An ounce of prevention is worth a pound of cure” certainly applies to small business law. You need to get a great attorney and rely on his or her advice. And you also need to acquaint yourself with some of the most basic legal issues you are likely to run into before you find yourself in the courtroom.

Sole Proprietorship

This form of business is the easiest to start because you need obtain only whatever licenses that are required in order to begin business operation. The sole proprietorship gives you absolute control over your business, more so than other business structures such as partnerships or

corporations. Very often, a small business owner will choose to start with a proprietorship. As the business grows, he or she might explore the possibility of forming a partnership or a corporation.

You will need to contact your local county or city clerk's office to determine what is required in order to operate a business in your area. If your business involves the sale of a product or service in other states, you may need to obtain a federal license or permit. The Department of Commerce in Washington, D.C., can give the necessary information for obtaining a license for interstate commerce.

The sole proprietor's income from the business is treated as personal income. You can declare this income as part of Schedule C, Profit and Loss from a Business or Profession, with a standard 1040 Federal Individual Income tax return. You will also need Form 1040ES, Declaration of Estimated Tax for Individuals. The IRS will supply you with vouchers for submission of quarterly estimated tax payments. These payments are made in January, April, June, and September.

Partnership

The Uniform Partnership Act defines a partnership as "an association of two or more persons to carry on as co-owners of a business for profit." Although not required by law, you may have to submit written Articles of Partnership. This would apply, for instance, if you wanted to open a company bank account. These article would define the contributions made by the partners to the business—financial, managerial, material, or other. They would also define the roles of each partner in the business relationship. All articles should be filed with your secretary of state.

A partnership differs from a corporation in terms of the limited life of the partnership, the unlimited liability of at least one of the partners, the co-ownership of the assets, mutual agency, share of management, and share in partnership profits.

Corporations

Since the corporation is considered a distinct legal entity with no ties to the individuals who own it as a legal structure, it is a very attractive option for small business owners. Incorporating is, however, a complicated undertaking. It gives you the opportunity to present your firm to the public as a bigger company than it actually is. It also gives you a better shot at obtaining long-term financing. Since you are not held personally

responsible for the corporation, your personal assets, including your personal bank accounts, may remain untouched if the business fails. There are, however, more regulations and government filings to deal with than there are in sole proprietorships and partnerships.

Before you decide to incorporate, ask yourself:

- How much risk are you willing to absorb?
- If something happened to the principal(s), how long would the company be able to function?
- What legal structure would offer the greatest flexibility in terms of administration?
- How will the laws of the incorporating state influence your decision on method of incorporation?
- What are your prospects for attracting capital?
- What is the goal of your enterprise?
- Are you willing to share control of the business with outsiders?
- Is there a tax advantage or incentive for you to incorporate?

Staying out of Court

In all but the most extreme cases, you want to avoid going to court either as a plaintiff or a defendant. Think about it. Do you really want to shell out the huge legal fees you are likely to incur? Or have your time tied up for months or even years? Do you want, after all the expense and time, to lose your case? Courts offer uncertain outcomes. Even if you are right and see the situation as clear-cut, you can still lose your case.

Office

It's tempting to show off—to lease the corner office in the prestigious office tower and decorate it with designer furniture. Don't. It won't make you any money. And when your business is in a slow cycle with angry creditors calling, you'll wonder, "Did I spend just a little too much money on the office suite?"

Setting Up a Home Office

If you are debating whether to set up an office in your home or lease commercial space, think quite seriously about keeping the office in your home if you can.

Unless you are operating a retail store or expect clients to regularly visit your office, your face to the world will be your products, your services, your literature, and your marketing. Spend money in areas that your customers will really appreciate.

Improving System Performance:

Some commonly asked questions about improving system performance are answered below. Note that the instructions for Windows 95 and Windows NT 4.0 are different than those for Windows for Workgroups 3.11, Windows 3.1, and Windows NT 3.51.

Windows 95 and Window NT 4.0

Q: Will a screen saver interfere with the videos in Adams Streetwise Small Business Start-Up

A: If you are using Microsoft Plus Desktop themes under Windows 95 and are running a screen saver before using Small Business Start-Up. The screen saver may interfere with some of the videos and animation present in the program. Do the following to disable the screen saver:

1. When you are at the Windows 95 desktop, click the right mouse button once.
2. A pop-up menu will appear. Select "Properties" and click once.
3. A dialog box will appear with several choices. Click on the tab marked "Screen Saver."
4. Another dialog box appears with your screen saver settings. There is a pop up window with various screen savers, select "None" and then click "OK."
5. Click on the "Start" button, choose "Restart the Computer" and the changes will take effect.

Q: How can I improve the overall performance of Adams Streetwise Small Business Start-Up

A: A computer works more efficiently when you perform periodic system maintenance. Run the Scandisk program to check for lost or misplaced data. As a result, system performance will improve. Run a periodic disk defragmentation as well. Run Windows 95 Disk Defragmentor and perform a complete optimization.

Q: How can I optimize CD-ROM performance?

A: Windows 95 allows for CD-ROM caching. In Control Panel>File System>CD-ROM, select the type of CD-ROM drive for your machine. Windows will set the amount of disk caching. Note that large disk cache does not correlate to large speed increases, so a small amount will do.

Q: How do I optimize memory settings for Windows 95?

A: Windows 95 and Windows NT are an enhanced 32 bit operating system. To take advantage of the full potential of the Windows 95 system, make sure 32 bit disk access and addressing is enabled. In Control Panel>Performance>Virtual Memory, select "Allow windows to handle my virtual memory settings." In Control Panel>Performance>File System>Hard Disk, set "Read Ahead Optimization" to "full," and be sure the conventional use for your PC is properly set.

Q: How do I improve the graphics in Adams Streetwise Small Business

Start-Up if they look grainy and small?

A: Adams Streetwise Small Business Start-Up works best with a monitor capable of displaying 256 or more colors. You can set and change the video display in Control Panel>Display>Settings. Select the appropriate display type and color palette for your monitor. Follow the instructions on the screen. If your video display comes with its own drivers, follow the manufacturer's instructions.

Q: I cannot hear sound when using Adams Streetwise Small Business Start-Up. Why?

A: You must have a sound card and speakers to hear sound in Adams Streetwise Small Business Start-Up. If you have these utilities, check the connection with your speakers. Make sure all cables are securely fastened and the power supply is turned on. Check the volume controls on the speakers or in Control Panel>Multimedia>Audio>playback or check for headphones in Control Panel>Multimedia>CD-ROM Music.

Windows for Workgroups 3.11 , Windows 3.1, and Windows NT 3.51

Q: Adams Streetwise Small Business Start-Up seems to be running very slowly on my computer. How can I improve performance?

A: During the normal course of operating your computer, your hard drive will become fragmented. Several different utilities, such as Defrag, will defragment and optimize your hard drive and improve overall system performance. For Windows 3.11 and Windows 3.1, exit Windows, and at the DOS prompt, type "Scandisk." Run Scandisk to clean up lost clusters. After Scandisk has checked and fixed any lost clusters, return to the DOS prompt and type "Defrag." Defrag will read your system information and recommend a course of optimization. Select "optimize" and Defrag will automatically optimize your hard drive. For Windows NT 3.51 run "chkdsk /f" from the command prompt to repair any lost clusters, Windows NT is very efficient and rarely if ever needs optimizing.

Note: We strongly recommend that you back up your hard drive before proceeding with Defrag. **DO NOT USE** Defrag on Window NT 3.51.

Q: What else can I do to improve performance and make Adams Streetwise Small Business Start-Up run faster?

A: There are several options that you can try to improve the speed and performance of Adams Streetwise Small Business Start-Up. Here are a few suggestions:

- ◆ Add more RAM. You will notice improved performance from an additional 4 MB of RAM, especially if you have a 4 MB machine. Adding more RAM will give Adams Streetwise Small Business Start-Up more room to move video files, which are memory intensive into RAM.
- ◆ Free up as much hard disk space as possible. If you can keep 10 to

15 MB free, Adams Streetwise Small Business Start-Up will be able to move files back and forth between RAM and your hard drive.

- ◆ Additional free hard disk space can work with the virtual memory settings of your computer. For best results, use a “permanent swap file setting” of at least 5 MB. You can change your swap file setting by going to the Windows Program Manager, opening the Main Window, and selecting and opening the Control Panel. Double click on 386 Enhanced and click on the Virtual Memory button to make memory changes.
- ◆ If you are using Windows for Workgroups, make sure 32 bit file and Disk Access are enabled. To do this, open the Main Group and double click on the Control Panel. Double click on Enhanced and click on the “Virtual Memory” button. A dialog box will come up warning you about deleting your permanent swap file. Click “No” to bring up the Virtual Memory window. Click the “change” button and check off the check-boxes next to “Use 32 bit Disk Access” and “Use 32 bit File Access.” Click “OK” and restart Windows for changes to take effect.

Important: Be sure to save any vital work before restarting Windows.

Q: The video playback on Adams Streetwise Small Business Start-Up seems grainy or blurred. How can I correct this problem?

A: As a general rule, Windows will install a VGA video driver as part of its normal installation. This driver is sometimes set to 16 colors.

To check what video setting you are using, click on the Windows Setup in the Main Group. Look under “Display” to see the current video setting. It will read something like “VGA 640x480 256 colors,” which basically means that your video driver is a VGA driver, with a screen size of 640x480 pixels and 256 color display capability. If you wish to alter this setting, choose “Change System Settings” from the “Options” menu. Select the desired driver from the list and click “OK.” If the driver is pre-installed, Windows will find it for you; otherwise, you may have to install the driver from a floppy disk. Restart Windows for your changes to take effect.

If the computer prompts you for another video driver, you must provide the disk with the driver on it. In some cases the hardware manufacturer will provide a video driver with your equipment, and you can install the appropriate driver. Follow the instructions in the manufacturer’s documentation. If the computer prompts you for a Windows video driver, you must provide the specific Windows disk it requests. Follow the instructions on screen and refer to the Windows manual for further explanation. Restart Windows for your changes to take effect.

Important: Save any vital work before changing your video settings because you will have to restart Windows.

Q: I cannot hear sound when using Adams Streetwise Small Business Start-Up. Why?

A: Check your volume control. Try increasing the level to see if it helps. Be sure all cords and plugs are securely fastened. Also check to see if your multimedia card is installed properly.

If Adams Streetwise Small Business Start-Up is the only application not giving sound, contact technical support. If other applications also are lacking sound, a loose connection or improperly configured hardware is most likely causing the trouble. In this case, consult the manufacturer's documentation or call the hardware manufacturer.

Macintosh:

Q: Will a screen saver interfere with the videos in Adams Streetwise Small Business Start-Up.

A: Turn off all screen savers and disable all extensions and control panels that are not required to run Adams Streetwise Small Business Start-Up (Do not turn off Quicktime! You need this extension to watch the videos in Adams Streetwise Small Business Start-Up.) To turn off extensions and control panels, open the System Folder, double click on the Control panels folder and drag any control panels that you do not require to run Adams Streetwise Small Business Start-Up out of that folder and leave them in your System Folder. Do the same for the Extensions. Then restart your Macintosh.

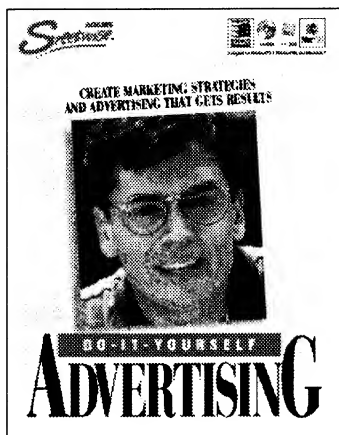
Q: Adams Streetwise Small Business Start-Up seems to be running very slowly on my computer. How can I improve performance?

A: During the normal course of operating your computer, applications and files will become fragmented and placed on different sections of your hard drive. Optimizing your hard drive will defragment these files and applications and make your computer run more efficiently. There are several excellent utility programs on the market today that will defragment and optimize your hard drive. Before you optimize, **MAKE SURE YOU BACK UP YOUR HARD DRIVE COMPLETELY!**

If you are running System 7 and have more than 20MB of free hard disk space, you might want to try using virtual memory to give you more available RAM. To open virtual memory, go into Control Panels in your System Folder and double click on the Memory control panel. Once the Memory control panel is open, click the "On" button under virtual memory and choose at least 4MB of virtual memory in the far right hand corner memory window. Close the Memory control panel and restart your Macintosh.

Rebuild your desktop when you next use your Macintosh by holding down the Command and Option keys together when you turn on your Macintosh. Adams Streetwise Small Business Start-Up requires at least 4 MB of RAM to run. We recommend 8MB of RAM to improve the speed and performance of the video files. Therefore, if you are running your computer with 4MB of RAM and are not happy with the performance of Adams Streetwise Small Business Start-Up, we suggest that you add at least 4MB of RAM.

Other Fine Adams Streetwise Software

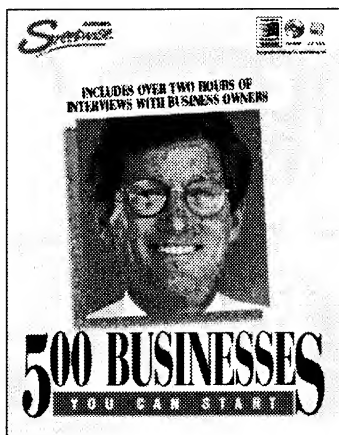


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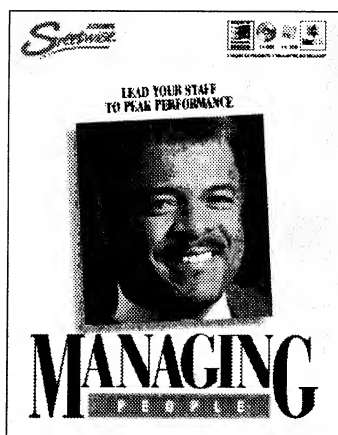


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